Pearson BTEC Sample Set Assignment Brief

Single Part Assessment

Unit: Principles of Management

For use with:

Pearson International BTEC Level qualifications in Business

Subsidiary Diploma / Foundation Diploma / Diploma / Extended Diploma (Unit 6)

Pearson International BTEC Level qualifications in Enterprise and Entrepreneurship

Extended Diploma (Unit 6)

Pearson International BTEC Level 3 Extended Diploma in Business and Hospitality

(Unit 10)

Advised Supervised hours	7 hours

For completion by the centre

Qualification (select as appropriate)	Subsidiary Diploma / Foundation Diploma / Diploma / Extended Diploma
Assessment date	

Pearson BTEC

Instructions to Teachers/Tutors and/or Invigilators

The Pearson Set Assignment will be assessed internally by the centre using the unit Assessment Criteria detailed in the qualification specification. The assignment will be sampled by the Standards Verifier as part of the standards verification annual centre visit.

Conditions of supervision

The Pearson Set Assignment should be undertaken in conditions that assure the authenticity of outcome. This may require supervision.

We advise that the Pearson Set Assignment be completed in sessions that come to a total of 7 hours. The Pearson Set Assignment should not be shared with learners prior to the start of the assessment period. Teachers/tutors are responsible for security of the Pearson Set Assignment and materials

Outcomes for Submission

Learners must complete this set assignment on a computer using word processing software. Learners must save their work regularly and ensure that all materials can be identified as their work.

Learners must submit their own, independent work as detailed in the set assignment, together with notes prepared. Each learner must complete an authentication sheet.

Instructions to Learners

Read the Set Assignment Information and Set Assignment carefully.

You will be asked to carry our specific activities using the information provided. You will be given a specific time period to complete the assignment using the information provided. You will be given more than one timetables period to complete these activities including time to prepare summary notes to support you during the assignment. Your tutor will advise you of the scheduled sessions for this work.

Your notes should:

- be individually and independently prepared by you
- contain a maximum of 4 sides of A4, either handwritten or typed
- use short, bullet-point style information, and cannot contain long narrative pieces of text.

At all times you must work independently and must not share your work with other learners. You must complete an authentication sheet and submit this along with your work.
This document contains the information you need to prepare for the Set Assignment.

Set Assignment Information

Scenario

Bingham's Bakehouse Ltd is a regional chain based in the north of the country.

The business operates in Town *X,* a small industrial town, Town *Y,* a small rural town, and City *Z,* a medium sized, chiefly service-industry city popular with tourists. In the tourist seasons the city's population can increase by 25-30%. The business also operates, in a few other small nearby towns. The business is owned by a brother and sister, Samir and Jasmin Bingham, who have been managing the business since inheriting it following the death of their father in 2014. Their father set up the business in 1985. The siblings and their mother are the only shareholders in *Bingham's Bakehouse Ltd*. Each sibling owns a 40 per cent shareholding.

Bingham's Bakehouse Ltd consists of a central bakery that produces bread, cakes and savouries. The central bakery supplies both part-baked and fully-baked products to their ten food outlets. Each food outlet has onsite baking facilities to fully bake the part-baked items. *Bingham's Bakehouse Ltd* food outlets offer both an eat-in and takeout service.

Between 1990 and 2012 *Bingham's Bakehouse Ltd* experienced growth in sales together with increasing gross and net profits. More recently, competition from national chains, and an increasing number of independent food outlets, has had an impact on revenue and profit margins. Sales of both the eat-in and the takeout products have reduced. There is also additional competition from major retailers and the large supermarkets who offer takeout meal deals.

Bingham's Bakehouse Ltd food outlets are located in the centre of towns which are visited by large numbers of both domestic and international tourists. The tourist trade is year-round with peaks during the summer months and the run up to holiday seasons. *Bingham's Bakehouse Ltd* food outlets mainly cater for tourists, with opening hours from 10.00 until 16.00. *Bingham's Bakehouse Ltd* food outlets do not offer an early morning takeout service to people working in the town centres.

Jasmin is Managing Director of *Bingham's Bakehouse Ltd*. She is responsible for the finances of the business together with the operations of the central bakery.

Samir is the Sales Director, responsible for purchasing, human resources and strategic management of the food outlets. Their mother does not work in the business. Neither sibling has any management experience nor business or management qualifications. Before inheriting *Bingham's Bakehouse Ltd*, Jasmin had just graduated with a degree in tourism and Samir had taught sport for three years. Samir and Jasmin make business decisions relating to their own areas of responsibility. The siblings have not developed a business strategy or a vision for the business and there are no medium- or long-term plans in place. Current business decisions tend to be reactions to competitor activity and to other market situations.

Business performance in the last two years has been disappointing with falling gross and net profit margins and a downturn in total revenue.

The data in Table 1 is an extract of financial information for *Bingham's Bakehouse Ltd* for the years 2011–2015.

Table1: Extract of financial information for *Bingham's Bakehouse Ltd*, 2011–2015

	2011	2012	2013	2014	2015
Total Revenue ($)	4 400 000	5 600 000	6 900 000	7 500 000	6 800 000
Gross Profit ($)	1 742 400	2 329 600	2 704 800	2 857 500	2 427 600
Gross Profit (%)	39.6	41.6	39.2	38.1	35.7
Net Profit ($)	272 800	414 400	407 100	382 500	326 400
Net Profit (%)	6.2	7.4	5.9	5.1	4.8

During the time that Samir and Jasmin have owned the business, the food outlet side of the business has lost several key staff. Information from staff leaving the business shows that they are unhappy with the power culture and management style.

The siblings have strong personalities. Their autocratic management style is very different to the paternalistic style of their father. The siblings' lack of business and management experience clearly shows in their lack of business vision and values, strategic planning and staff involvement. It also shows in the way that they override decisions made by the food outlet managers. Table 2 shows staffing and staff turnover data for the food outlets at *Bingham's Bakehouse Ltd* between 2011–2015.

Table 2: *Bingham's Bakehouse Ltd* – food outlets staffing and staff turnover data 2011–2015

	2011	2012	2013	2014	2015
Food outlet managers	10	10	10	10	10
Food outlet serving staff (full-time)	20	20	26	38	44
Food outlet serving staff (part-time)	36	36	36	22	10
Staff turnover of food outlet managers (%)	10	10	10	40	60
Staff turnover of overall serving staff (%)	7.14	7.14	8.06	6.66	8.14

Samir, Jasmin and their mother have held a shareholders' meeting and have decided that they need some help to address the problems the business is facing. They have approached a management consultancy firm, *Peacock and Associates*, to investigate and make recommendations to help the business overcome these problems.

Samir and Jasmin understand that implementing the recommendations from the consultancy will cause a period of change within the business. They know that this change will need to be managed if *Bingham's Bakehouse Ltd* is to become successful again.

As a researcher with *Peacock and Associates*, you are assisting one of the senior partners who is working on the consultancy for *Bingham's Bakehouse Ltd*.

Set Assignment

You are working as a researcher for a management consultancy. Your line manager will soon be meeting with the owners of *Bingham's Bakehouse*. At this morning's team meeting you were asked to prepare the papers your manager needs to take to the meeting.

Your manager asked you to familiarise yourself with the given sector and company background information in advance of producing these documents.

You must complete ALL activities

ACTIVITY 1 - Report
You are to prepare a report for your manager to give to the owners in the given business case study scenario. Your report must: • show your understanding of the management and leadership issues at the given business • show your understanding of the functions of management and leadership, and the attributes and skills needed for the different roles in the given scenario • show your understanding of the leadership style issues facing the given business and how this influences business performance • make recommendations on the actions that can be taken to improve the business performance at the given business. In your report make sure that you: • use examples from the case study scenario to illustrate concepts, or from your own research or experience, not just repeat theory • cover at least three concepts/theories of management and leadership.
This activity covers learning aims A and B: A.P1, A.P2, B.P3, B.P4, A.M1, B.M2, A.D1, B.D2.
<u>Set Assignment Format</u> The report should be word processed and in size 12 point font. Reference all sources of information.

ACTIVITY 2 – Presentation Slides and Speaker Notes
With reference to the information and data collected by you or in the Part A Set Task Information, you are to prepare a report or presentation to be given to the owners of the given business. The presentation must be accompanied by detailed speaker's notes/script. The presentation should: • show your understanding of the need to manage the forthcoming change at ***the given business*** to ensure business success • show your understanding of the factors and stakeholders who will influence change at ***the given business*** • recommend the actions to be taken to manage the necessary change. In your presentation or report make sure that you: • apply change management theory relevant to the case study scenario to illustrate concepts, or from your own research or experience, not just repeat theory
This activity covers learning aim C: C.P5, C.P6, C.M3, C.D3.
<u>Set Assignment Format</u> This assignment should be prepared on presentation software.